

# **JEFFERSON COUNTY HUMAN RESOURCES DEPARTMENT**



## **2010 Annual Report**



**The Jefferson County Human Resources Department** is pleased to provide the 2010 Human Resources Annual Report and the opportunity to share an overview of the department's programs, initiatives and accomplishments. The Human Resources Department strives to provide the highest level of public service and reflects this through focusing on our objective to be a customer service focused Human Resources Team dedicated to being a resource to staff, departments, Board Supervisors and citizens of Jefferson County.

Our departmental goals supporting that objective continue to include:

- Working collaboratively with other departments and Administration
- Recruiting and retaining staff that are best qualified for County positions
- Reviewing and developing both new and current human resource-related processes, policies and procedures
- Providing excellent customer service by treating each employee with respect and recognizing each concern or question deserves attention
- Conducting training for all employees to ensure all staff have the tools necessary to perform the job

This report highlights information on Recruitment and Retention, Compensation and Benefits, Training and Development, Employment Law, Employee and Labor Relations, and specific goals for 2011.

Significant accomplishments and changes throughout this past year include:

- Worked closely with Administration, unions and staff at Countryside to provide a smooth transition for Countryside staff. This started prior to the time the sale of Countryside was announced, through the actual final closing date, and continued through the end of the year. Employees were provided several presentations from Employee Trust Fund regarding retirement options, WRS in general and Health insurance options. Additionally, a Rapid Response Team from Workforce Development was brought in to answer questions regarding Unemployment, health insurance options, and other options available to employees who are laid off. The Human Resources Department continues to handle outstanding insurance issues and reporting of unemployment claims.
- Following the retirement of our Human Resources Associate, Linda Heikkinen, we recruited for her replacement, and were very fortunate to hire Tonia Mindemann (from Dodge County!) As a new person to our team, she has been instrumental in looking at our policies and procedures from a different perspective, and has provided valuable input and recommendations.
- Continued to work with MIS to develop an on-line timekeeping program. This procedure allows employees to enter exceptions (vacation, sick, missed punch, etc.) on-line. The manager then approves or rejects the exception, and the time is then uploaded to our KRONOS timekeeping system. This helps our office by cutting down on paperwork and data entry and also gives the employee and manager the ability to see the individual's actual time-entry for the pay period, as well as viewing "live" accrual banks.
- Provided training courses on Supervisor Responsibility and other Employment Law issues.

- Provided a Benefits Fair for all County Employees, including arranging for our Health Department to be a provider with the two major HMOs in Jefferson County's State Health Insurance Program in order to administer flu shots.

Over the next year, the Jefferson County Department of Human Resources will continue to assess and improve our internal systems and processes to meet our ongoing objectives of attracting, retaining and motivating talented staff, developing and enhancing employees' skill sets, and monitoring costs associated with running programs that contribute to these successes.

Respectfully Submitted,

A handwritten signature in black ink, reading "Terri M Palm". The signature is written in a cursive, flowing style.

Terri M Palm-Kostroski  
Human Resources Director

**PERSONNEL SUMMARY** - The Human Resources Department staff includes Terri Palm-Kostroski, Human Resources Director; Ellen Braatz, Benefits Administrator; and Tonia Mindemann, Human Resources Associate. In July, 2010, Linda Heikkinen retired from the department as the Human Resources Associate. In addition, Tammie Jaeger, Administrative Assistant, assists whenever possible, which includes working with the County's FMLA program and employment application tracking.

In 2010, the Human Resources Department served between 550 and 750 employees and elected officials annually in a variety of functions, summarized in the following sections:

**RECRUITMENT AND RETENTION** - Human Resources supervises and participates in recruitment, interviewing, testing, selection, orientation and evaluations of all employees. This includes a variety of activities:

- Preparing job postings and advertising
- Fulfilling applicant tracking requirements under EEO/AA guidelines
- Conducting Application screening, background checks and notification letters
- Administering written and skills testing
- Conducting employee orientations
- Completing employment verifications
- Coordinating performance evaluations on ALL employees
- Conducting exit interviews

<b>Personnel Changes</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
New Hires	125	87	79
Recalled from Layoff	0	0	2
Terminations/resignations	129	117	289 (104 w/o CSH)
Promotions	11	13	6
Voluntary Transfers	32	14	6
Involuntary Transfers or employees bumped due to another employee laid off	3	5	7
Lay-offs resulting in loss of job	9	18	3
Turnover (Terms/average # employees)	<b>17.90%</b>	<b>17.93%</b>	<b>45.73%</b>
Turnover not considering the sale of CSH			<b>15.05%</b>

- Prepared and placed **95** employment advertisements and job postings, in addition to ads for ongoing recruiting efforts
- Approximately **60** New Employee Orientation sessions were conducted
- **6** 360°-performance evaluations completed, in addition to managing annual evaluations completed on **each** employee
- **79** employees attended new employee orientation
- **99** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **82** Written Employment verifications were completed
- Administered pre-employment testing to **99** applicants
- **731** employees on 1/1/10; **608.88** Full-Time Equivalent (FTE )
- **533** employees on 12/31/10; **460.1** Full-Time Equivalent (FTE)

**COMPENSATION AND BENEFITS** - Human Resources also plans, directs, evaluates and explains the employee benefits program, including Health and Dental insurance, the Wisconsin Retirement System, Voluntary Life and Disability Insurance plans, Deferred Compensation, Section 125b plan, as well as vacation, sick and holiday accruals; researches, evaluates and recommends new benefits, including implementation of new benefits; acts as liaison or plan administrator with various insurance carriers and fosters effective relationships with client representatives. The Human Resources Department coordinated the THIRD annual Benefits Fair, held at UW-Extension, with representatives from a majority of our benefit providers. With the cooperation of the Health Department, a flu clinic was also set up during the benefits fair for employees.

**1. LIFEMATTERS (EAP)**

- Utilization was down from 5.5% to 2.9%
- **17** employees and/or family members and **5** managers/supervisors/HR staff accessed LifeMatters services

**2. RECLASSIFICATIONS**

- **7** requests (affecting **12** employees) processed
- **5** requests were successful (**10** employees affected)

**3. STEP INCREASES**

- **195** employees received pay “step” increases, in addition to the annual adjustment made to all employees at the beginning of the year.
- Computed **478** longevity payments, for a total of **\$104,320.43**

**4. SALARY SURVEYS**

- Participated in **7** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

**5. DEFERRED COMPENSATION**

- Coordinated **4** on-site meetings with Nationwide, the County’s deferred compensation administrator

**6. HEALTH and DENTAL INSURANCE**

- Completed **285** Health and Dental insurance related transactions for employees and family members

**7. WISCONSIN RETIREMENT**

- Enrolled **43** employees into the Wisconsin Retirement System

**8. ACCRUED BENEFITS**

- Exclusive of Countryside, **21,266.50 hours** of sick time used that was NOT covered under FMLA, costing the County approximately **\$584,573.84**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **47.75** hours PER eligible employee ...or nearly **6** days.

## **TRAINING AND DEVELOPMENT**

- **February 11, 2010, “Providing Constructive Feedback”**, a webinar presented to 14 supervisors and managers.
- **May 14, 2010 – Customer Service Training** for employees who deal directly with the public. 45 employees were in attendance.
- **November, 2010 – Grant Writing**. Two managers were sent to gain tips on grant writing and present this information back to other County staff responsible for writing grants.
- **December, 2010 - “Employment Practices for Supervisors”**, presented by Bob Gregg, Boardman Law Firm, to 65 Managers and Supervisors. Topics were covered over two ½ days (8 hours).

## **EMPLOYMENT LAW**

- **Americans with Disability Act and Americans with Disability Act Amendments**. Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Assisted in 7 reasonable accommodations for employees.
- **COBRA**. Complied with 295 Cobra notifications.
- **Fair Labor Standards Act (FLSA)**. The FLSA establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments. **The Human Resources department manages employee time-keeping system and ensures accurate time-entry into payroll/HR system.**
- **Family Medical Leave Act (FMLA)**.
  - 162 employees used their protected rights under Federal and/or State FMLA. 37 of these employees were Countryside employees from January – June, 2010.
  - 23,081.57 hours of protected FMLA leave was used, about 11.1 FTE! For comparison in future years, this is 16,414 hours of protected leave, excluding Countryside, or about 7.9 FTE.
- **Harassment and Discrimination laws**. Investigated 4 harassment complaints.
- **HIPAA (Health Information Portability and Accountability Act)**. Ensure compliance with new regulations as it pertains to employee’s health, dental, long-term care insurances and the LifeMatters (Employee Assistance Program). Sent out 722 required notices regarding Privacy policy revisions.
- Attended 3 unemployment hearings.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA)**.
  - 4 employees were on Military leave at some point in 2010, consisting of 5034 hours.
- **Workers Compensation**. Administers and coordinates back-to-work programs and assists with investigations to prevent workers compensation fraud.
  - Received and managed 13 Reportable First Report of Injury forms.
  - 242 days employees did not work.
  - 170 days of light duty or restricted duty.

**EMPLOYEE AND LABOR RELATIONS** - Human Resources participates in labor negotiations with Jefferson County's 7 unions (6 AFSCME groups and 1 LAW), also taking a lead in investigations of grievances and complaints.

- 5 union grievances received
- 6 grievance arbitrations filed. All settled either prior to or in mediation process
- 5 disciplinary investigations completed
- 5 changes to the Personnel Ordinance Handbook

### **GOALS FOR 2011**

1. Monitor and address policy and employee-relation issues that may be affected by the Budget Repair Bill and the Governor's budget in general. At the time of preparation of this annual report, there are many unknown components to the proposed legislation. Employee morale and productivity, however, have already been affected. The Human Resources department will continue to offer tools to deal with the ultimate changes, as well as provide open communication to provide the easiest transition possible by acknowledging the hard work it takes to provide local County services and providing reassurance that employees will continue to be treated fairly.
2. Complete implementation of an on-line, time-keeping entry system. As one of the goals outlined in the operational study conducted in 2008, the HR department has started, and will continue to move forward with the objective to streamline and automate employee time-keeping processes. Over half of the Courthouse departments are able to enter "exception notices" (i.e. vacation requests) on-line, which is then approved by the supervisor and updated in 'real time'.
3. Continue additional training opportunities for staff (minimum of five topics annually). In addition to continuing to provide training opportunities, there is a need to encourage, motivate or convince different levels of supervisors to attend and promote these training sessions.
4. Revision of Personnel Policies. In addition to policy changes needed to conform to current practice or County procedural changes, updates will be needed as mandated by changes in both State and Federal employment law regulations.
5. Complete on-line application process. There is much more to the recruitment process than running an ad, interviewing candidates and making an offer. The reporting requirements alone can consume nearly 3 hours per week of staff time. With the assistance of MIS, we hope to complete an on-line application process, which would automate some of the mandated tracking, retaining and reporting requirements. This program will also make it easier for supervisors to review applications at any time.